“No man is an island”. Few meaningful goals in life and leadership are achieved without the support of others. And yet, it is often a challenge for us to gain other people’s commitment in the pursuit of our causes.

“Leading Others…”:

This course focuses on how we can lead others – our subordinates, boss, clients, colleagues, partners, and even our friends and family. It approaches Leadership not in terms of someone necessarily holding a position of formal authority over others, but of someone seeking to draw out the best in the people they are engaged with in the pursuit of a common objective.

“...from the Inside Out”

To lead others effectively, we first need to lead our own selves effectively. This requires an awareness of, and an ability to regulate, our inner life – our values, purpose, thoughts, beliefs, emotions and motivations – a topic that we cover in Personal Leadership & Success. It also requires us to tune into other people’s inner life – their values, purpose, thoughts, beliefs, emotions and motivations – and to help them regulate these as well, so we can draw out the best in them – from the inside out.

The course emphasizes this “inside out” approach to leading others by exploring the role that a person’s inner life plays in shaping their behavior, and providing insights and tools through which we can uncover and help re-sculpt the inner life of the people we lead, in order to get them to engage in the behaviors we believe are central to achieving a common objective.

The course taps two sources of wisdom:

1) Science: There is an explosion of new scientific findings on human nature in recent years, from organizational and individual psychology, psychotherapy, neuroscience, behavioral economics and sociology. We will tap this material actively.

2) Great Leaders: Great leaders through history have faced the challenge of aligning their people behind a common objective, often under highly adverse conditions – powerful enemies, internal conflict or apathy, a need for great
sacrifice, limited resources and competing voices. And yet, often against all odds, they have united their people, gained their loyalty and commitment, and drawn out their best self in the pursuit of their cause. There is much we can learn from the practices they engaged in to lead others.

LEARNING OBJECTIVES

The purpose of this course is to provide you with three types of learnings:

1) INSIGHTS: By analyzing great leaders’ journeys, and the science of human nature, we will formulate a number of specific insights into how you can lead others. These may lead to a significant shift in your mindset and your approach to drawing out the best in others.

2) TOOLS: All course insights will be translated into a practical toolkit that you can use right away, to hone your ability in leading others. Our aspiration is to give you a toolkit that will be of lasting value as you continue your journey beyond the course into learning to lead others more effectively.

3) EXPERIENCE: Through a combination of role-plays, group work, peer-feedback, and a live leadership project, you will get a number of opportunities, during and outside class, to practice the tools and insights we discuss in the class, gain feedback, and adjust your approach. Our goal is to have you generate concrete breakthroughs in your approach to leading others through the actual application of specific techniques from this class to real-life situations.

LIVE LEADERSHIP PROJECT & TERM PAPER

The tentative plan for the live leadership project is as follows. The Institute for Personal Leadership has a partnership with a high school in Harlem. The school educates students from low-income communities. The students combine study with work - doing internships with Manhattan-based companies who are donors to the school one day a week. We have been teaching Personal Leadership to the Seniors (Grade 12) at this high school for the last 2 years.

The tentative plan is for all students enrolled in Leading Others from the Inside Out to be organized in teams of three, and for each team to work with a group of Seniors at this high school, with the goal of helping them acquire Personal Leadership skills and get closer to their full potential. Each team will meet with the students on a weekly basis, establish a way to measure impact, and report back in our class with their progress, challenges and key learnings. They will also write a final leadership term paper to review their experience and learnings, as a group and as individuals.
There will be an individual component to the paper where each team-member would reflect on their personal journey into leading others, and define concrete goals they have established for themselves based on the journey in the class.

**GRADING**

Grading will be based on 4 areas:

1. Class attendance and participation – 20%
   a. This includes answers to online pre-class questions on cases that will be discussed in class.
2. In-Class Presentation on Storytelling/Vision – 20%
3. Two Online Blogs – 20%
4. Term paper (with Team and Individual components) – 40%

**COURSE STRUCTURE**

**Introduction**

1. 5 Principles of Leading Others
2. Mastering the Different Styles of Leadership

**I. Inspiring Others**

3. Communicating an Inspiring Vision
4. Using Storytelling to Win People’s Hearts

**II. Influencing Others**

5. Influencing as a Strategic Process
6. Getting Positive Outcomes from Difficult Conversations:

**III. Motivating Others**

7. Motivating Others to Gain Sustained Commitment

**IV. Developing Others**

8. Changing Others’ Behavior
9. Coaching Others
10. Giving Effective Feedback